



The City of Las Vegas

Annual Report 2008 • A World-Class City



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THE LAS VEGAS CITY COUNCIL



City Council Introduction



Mayor Oscar B. Goodman



Mayor Pro Tem Gary Reese, Ward 3



Councilman Larry Brown, Ward 4



Councilman Steve Wolfson, Ward 2



Councilwoman Lois Tarkanian, Ward 1



Councilman Steven D. Ross, Ward 6




Councilman Ricki Y. Barlow, Ward 5

THIS PUBLICATION IS DEDICATED to the people of Las Vegas and to the 3,000 men and women who serve them at the city of Las Vegas. Together we hope to build a community where excellence is the standard in all facets. In short, our vision is for Las Vegas to be a world-class city. There is no question we have achieved this lofty status in entertainment and tourism. Our work now is to accomplish a similar status in other key areas, and for Las Vegas to be known for more than just being a great place to visit.

We believe focusing on four key initiatives will help us toward this goal. Those initiatives are sustainability, diversity, efficiency and health and wellness. Throughout this publication we list the many accomplishments in these areas, and how they have helped the city in becoming world-class.

Sustainability speaks to meeting the needs of citizens today and assuring the well-being of future generations. Diversity is about respecting the value of everyone and the perspectives they bring to our community. Efficiency means our organization is financially sound and wise with every public dollar. Health and Wellness focuses on ensuring our residents remain vital and can contribute to our community.

Like any lofty vision, we have more work to do. Even so, our city is well on its way in accomplishing the goal of being world-class. Las Vegas was named the “American City of the Year” by the World Leadership Forum—and as you will see in this publication, the list of achievements goes on from there.

As mayor and members of the City Council our job is to identify the objective and then to set the course. With the continued fine work of the city staff and the help of the community, we believe this legacy of creating a world-class city is within the grasp of us all. 



City Manager's Introduction



City Manager
Douglas A. Selby



Deputy City Manager
Steven P. Houchens
(Retired December 2008)



Deputy City Manager
Elizabeth N. Fretwell




Deputy City Manager
Orlando L. Sanchez

LAS VEGAS HAS LONG BEEN WORLD FAMOUS. Our reputation as the gaming and entertainment capital extends around the globe. There are few places on earth where people have not heard about Las Vegas, or even dreamed about visiting here. While this is a position any city would envy, our stance at the city of Las Vegas is that we can do even better.

Our vision is to move Las Vegas from world famous to world class. The difference being that we are noted as not only the best place to visit, but also the best place to live, work and play. The way we hope to achieve this lofty aspiration is by aiming to be “the best of the best.” I believe the pursuit of excellence in all we do as an organization will allow this to happen.

We are well on our way. It may surprise you to know that Las Vegas is already recognized internationally as a leader in sustainability. We want to make sure the future of our community and its people is bright because of wise decisions made today. Being good stewards of our environment is a key to this idea. In fact, that is one of the primary reasons this report has been published electronically and not in print. Progressive thinking like this saves natural resources and money.

In addition, the city of Las Vegas is known as a strong champion of diversity, an innovator in government efficiency and a leader promoting health and wellness, both for citizens and employees. All of these initiatives, along with a commitment to strive for excellence each day, will bring us ever closer to the realm of “world class.” I also believe these collective efforts will help us better weather the difficult economic times we find ourselves in.

It has been my honor to serve as Las Vegas city manager. I am proud to be associated with such a progressive organization. I am also confident the citizens of our city will be proud in reading about the efforts our fine staff pursues each day to make Las Vegas the world-class city we envision. In that vein, please enjoy this annual report. 

A handwritten signature in blue ink that reads "Douglas Selby".



WORLD-CLASS CITY





World-Class City



NOT EVERY CITY can have the distinction of being a world-class city. While everyone may have a different definition, one thing remains the same – it's what sets a city apart from other cities. It takes excellence and a lot of hard work by city staff and residents to reach that level.

For the city of Las Vegas, it means that we excel in many different areas including the city's key initiatives over the past several years - sustainability, health and wellness, efficiency and diversity. There are also those things that are new and innovative on a grand scale, which set us apart from other cities.

ARTS & CULTURE

One of the things that sets a city apart is its arts and culture. One of the most exciting things happening in Downtown Las Vegas is the [Las Vegas Museum of Organized Crime and Law Enforcement](#), also known as the Mob Museum. Redevelopment of this iconic building is taking place in downtown Las Vegas in the location that once housed the former federal courthouse

and post office. The building is one of the last remaining historically significant buildings in Las Vegas.

The museum, which is scheduled to open in 2010, will allow visitors to explore the role organized crime played in the early stages of Las Vegas and how law enforcement was able to take down the mob.

Progress has picked up during the last year for the museum, which is slated to be the capstone of the ongoing downtown redevelopment. Renovations are being handled by a team of experts who oversaw the development and design as such notable projects as the Rock and Roll Hall of Fame and the International Spy Museum. Earlier this year, the project announced its official name and marketing materials.

Another highlight in the arts community this year was the receipt of the [2008 Public Leadership in the Arts Award](#) by [Mayor Oscar B. Goodman](#). This prestigious award, which is presented annually by the U.S. Conference of Mayors, honors elected officials and artists or arts organizations that have demonstrated outstanding leadership in the advancement of arts.



Mayor Oscar B. Goodman And Gloria Esefan Receive 2008 Public Leadership In The Arts Awards

Specifically, Mayor Goodman received the award for championing the arts as a means to spur downtown revitalization.

INNOVATION

Another thing that sets Las Vegas apart from other cities is its use of innovative and one-of-a-kind programs. One such example is the Las Vegas Municipal Court's Women In Need, or WIN, court. The specialized program is available to women who have at least three prior convictions for charges related to soliciting prostitution. The first group of women to successfully complete the program graduated in August 2008. The participants have 180 days of jail time suspended for one year, which is cleared upon successful completion of the program. The program finds housing, requires counseling and mandates that the participants must stay out of trouble and abstain from drugs and alcohol during the program.

FINANCIAL OUTLOOK

In a year of economic turmoil, two financial indicators at the city of Las Vegas were a positive sign during an otherwise troubling economy.

First, the [Las Vegas Redevelopment Agency](#) (RDA), had its bond rating increase to an A by Standard & Poor's, one of the largest bond rating agencies in the world. The stable outlook reflects Standard & Poor's expectation that the Redevelopment Agency will continue to prudently manage its resources as a catalyst for redevelopment projects, while maintaining adequate financial reserves.

Second, the city was assigned an Aa2 rating and a stable outlook from Moody's Investors Service. This represented an upgrade by Moody's to Aa2 from Aa3 on the city's outstanding general obligation debt. These bond rating upgrades will save the RDA interest cost and enable it to maximize bond proceeds for vital RDA projects.

In addition, the city's Redevelopment Area continues to see development and the creation of new jobs, despite the downturn in the economy. Since 2004, 104 projects have been completed with a value of \$2.9 billion within the Redevelopment Area. These projects created 9,711 construction jobs and 7,500 permanent jobs. The tax base within the RDA has tripled within the past five years, and in fiscal year 2009 the RDA is generating \$25 million in revenue. Looking forward, the forecast is good as well as there is \$16 billion of proposed development in the RDA area.

One facet of the financial downturn in our country has been the foreclosure crisis. In fact, Nevada led the nation in per capita foreclosures in 2008. The city has been out in front providing residents with the resources they need to help them weather the storm. The city developed a dedicated [foreclosure Web page](#) with tips and information and organized forums to get banks face-to-face





with homeowners to avert foreclosures. In addition, city leaders have been working with local, state and federal officials to get help for distressed homeowners so they can remain in their homes. The city also received \$20 million in federal neighborhood stabilization program funds to help address the situation.

RECOGNITIONS

Another way that the city is world-class is through recognition by others. In late 2007,

the city of Las Vegas was honored to be named as the American City of the Year by the World Leadership Forum, but the recognitions haven't stopped there.

The city was chosen as the host location for the 100th national conference of the [American Planning Association](#) in April 2008. The conference brought thousands of individuals to Las Vegas to learn more about local planning efforts. City staff was intimately involved in the planning of the conference and organized mobile workshops, special events and workshops. One workshop focused on ways to revitalize the historic west side of the city. Community activists, residents and planning professionals from across the country joined together to brainstorm and create a community vision for the 3.5 square-mile area. The workshop was hugely successful and the community has

continued the work that was begun during the workshop.

While the city receives numerous awards and recognitions throughout the year, it is impossible to list them all. Below is just a small sample of some of those top awards.

Best City Web site –

Center For Digital Government

Silver Circle Award for Annual Report in the 235, 000 – 2,000,000 population group – City-County Communications and Marketing Association

Award of Distinction for “Beyond the Neon” in the public relations film/video category – Communicator Awards

Award of Distinction for “Beyond the Neon” in the self promotion film/video category – Communicator Awards

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Award of Distinction for “Art in the Downtown” in the cultural film/video category – Communicator Awards

Bronze Award for “City Beat – Meth Court” in the TV News or News Feature category – Telly Awards

Bronze Award for “City Beat – City Relocates Seniors” in the TV News or News Feature category – Telly Awards

Top 20 Public Art Projects for 2007 for “Monument to the Simulacrum” – Art In America

Semi-finalist for the President’s Committee on the Arts and Humanities Coming Up Taller Award for the New Directions YouthArts

Top 50 after school arts program in the U.S. – The National Endowment for the Arts – President’s Committee

Key City for CAPP for sustainability efforts – International Council for Local Environmental Issues (ICLEI)

Project of the Year for Majestic Park – American Public Works Association Nevada Chapter in the Environmental \$10 to \$20 million project category

2008 Southern Nevada Leadership Award for LEED® efforts to the city of Las Vegas – U.S. Green Building Council Nevada Chapter

Leadership in Government Award for the city’s domestic partner program – Nevada Human Rights Campaign

Future Home Of The Las Vegas Museum Of Organized Crime And Law Enforcement



HEALTH AND WELLNESS



Centennial Hills Park, Phase III



Health And Wellness



A WORLD-CLASS CITY needs world-class residents. The city ensures this by providing for the health and wellness, for not only its resident, but also its visitors.

When one thinks of health and wellness, they probably think of shots and doctor visits, but it can refer to many other, more positive things such as parks, trails, recreation programs and even public safety services.

RECOGNITION AS A LEADER

The city has created a top-notch program dedicated to providing the best facilities and programming to the Las Vegas community. This is evidenced by the re-accreditation this year of the [Leisure Services Department](#) by the [Commission for Accreditation of Park and Recreation Agencies](#) or CAPRA. This organization administers a rigorous program using 155 national standards of best practices and reviews programs, policies and procedures to determine accreditation. Currently, there are only 71 parks and recreation agencies across the United States that are accredited.



The department was also a finalist for the National Recreation and Park Association gold medal award. This is the highest award in the field of parks and recreation and honors only the top communities throughout the United States.

ENJOYING THE AMENITIES

The much anticipated Phase III of the [Centennial Hills Park](#) opened this past summer. The third phase features an outdoor grass amphitheatre, horseshoe pits, splash pad, open turf area, a public art feature with steel



sculptures of prehistoric animals who once roamed the area, interpretive educational signage and an Americans with Disabilities Act (ADA) playground, which is 100 percent accessible for children with disabilities. This last phase of the park also focuses on the environmental and historical aspects of the community. Working in collaboration with the Geoscience Department at the [University of Nevada Las Vegas](#), an inverted historic river bed was discovered. The river bed is perhaps the last remaining remnant of a large network of such channels that once covered this region. The city's efforts at this facility have been recognized internationally. Las Vegas won a World Leadership Award in London for the Centennial Hills Master-Planned campus.

Some parks saw small, but important new features and improvements, which ensure that facilities continue to provide the world-class experience our residents have come to expect.

[Essex Park](#) added a new splash pad to help cool patrons during the hot summer months and tennis enthusiasts were excited to see new asphalt surfacing and re-painting of the existing tennis court facilities at [Bob Baskin Park](#). Two lighted, artificial turf sports fields for lacrosse and soccer play were added to [Teton Trails Park](#) as part of the second phase project of the park.

This past November, the city celebrated the completion of the Cedar Drainage Trail and Pedestrian Bridge, which is part of a larger, regional trail system. The 8,000-foot multi-use trail includes security lighting, landscaping, trash receptacles, pet waste stations and a new prefabricated metal truss pedestrian bridge that crosses the [Las Vegas Wash](#). The trail runs along the Cedar Drainage channel between Bonanza Road and Stewart Avenue from Pecos Road to the Las Vegas Wash and connects to two elementary schools.



Seniors in downtown Las Vegas celebrated the re-opening of the [Doolittle Senior Center](#). The center re-opened in October 2008 with 4,680 more square feet and a new computer room, art room, fitness area and classrooms.

LOOKING TOWARD THE FUTURE

While many exciting things were completed this past year, work began on a number of different projects that will continue to provide the best in activities and programming. Much of the funding comes from the federal [Southern Nevada Public Lands Management Act](#) (SMPLMA). Proceeds from the sales of public lands in southern Nevada go to public recreation projects.

Work has begun on [Freedom Park](#) to renovate 68 acres and include a Big League Dreams ball field complex. [Jaycee Park](#),

[recently renamed Justice Myron E. Leavitt Family Park](#), is also making way for some new amenities, which will include a new synthetic turf lighted soccer field, jogging/walking path reconfiguration, playground area, splash pad, dog park, shade shelter and more. Renovation work also started at [Lorenzi Park](#) to add new features such as lighted softball fields, a children's playground, 10 tennis courts and special events area. Work also began on the first phase of the Durango Riley Park. This first phase of the new 24-acre park will include two lighted synthetic turf lacrosse fields, restrooms, concessions, a parking lot and landscaping.

Patrons of the popular [Stupak Community Center](#) have something to look forward to as a new and improved version is being constructed where Stupak Park once stood. The center will be two stories and include an

indoor multi-sport gymnasium, classrooms, kitchen, child care and more.

WELLNESS THROUGH PUBLIC SAFETY

One of the ways the city provides for the health and wellness of our citizens is by ensuring that they receive top-notch public safety services, such as those offered by our

Freedom Park



Stupak Community Center



Cedar Trail Bridge



Fire & Rescue Department and Detention and Enforcement Department.

This past year, the city expanded the coverage provided by Las Vegas Fire & Rescue by adding a new fire station in the far northwest area of the city. Fire Station 48 features a fire engine and rescue/ambulance unit and houses a crew of six firefighters per

Fire Station 48



shift. While Station 48 was being built, a temporary station was in place to ensure that proper coverage was provided to this area of the city.

The city also finalized an agreement with the Nevada Board of Regents for the construction of Fire Station 46 on the Charleston Campus of the College of Southern Nevada.

The city was lucky enough to receive a state-of-the-art fire extinguisher simulator from the Fireman's Fund Insurance Heritage Program. This past year, more than 2,000 people were trained on the simulator, which uses an interactive computer screen and laser-operated fire extinguisher to simulate use without impacting the environment.

LEADING BY EXAMPLE

A world-class city needs world-class employees and we ensure this by providing a health



and wellness program. Program coaches help employees lose weight and get healthy, which leads to reducing absenteeism, lowering turnover, increasing productivity and job satisfaction.

During the past year, 281 employees lost more than 3,500 pounds and participated



in a number of different events such as the Croc-a-thon, where participants completed 117,403 minutes of exercise, and the Heart Healthy Awareness Month, which saw more than 200 employees improve their blood pressure ratings. Even the City Council got involved and raised the bar in the community. Councilman Larry Brown won the



Feel Great in '08 event losing an amazing 22 pounds. [Mayor Oscar B. Goodman](#), [Councilman Steven D. Ross](#) and Clark County Commissioner Chip Maxfield also participated in the challenge.


For all of this hard work, the city received the Start! Fit Friendly Award from the [American Heart Association](#). The city was recognized as a platinum award winner, the highest level of recognition given to employers. Las Vegas is only one of a handful of cities to earn this rating.

CRISIS MANAGEMENT

Patients throughout the Las Vegas Valley were put at risk during a Hepatitis outbreak this past summer. The city moved quickly and closed the involved clinics and accepted a \$500,000 fine in return for the surrender of the clinics' business licenses.

The city used the \$500,000 fine to support those affected by the outbreak. The city provided \$161,000 of the fines to the [Las Vegas](#)



[Metropolitan Police Department](#) to help organize and make available patient records to those impacted. Another \$239,000 was set aside to provide for screening, vaccinations and treatment services for patients affected by the clinics who are uninsured or underinsured. The remaining \$100,000 was set aside for the District Attorney's Office in the event a criminal complaint is filed. 



DIVERSITY



Veteran's Day Parade 2008



Diversity



THE CITY'S COMMITMENT to diversity among its employees, programs and citizens is another way that the city strives to become world class. Diversity can mean a lot of different things, but for the city it means valuing and respecting the talents and perspectives each person brings to our city, whether they are an employee, business owner or resident. For the city, diversity is not quotas. It is recognizing the value of each individual.

The city has focused on its diversity program over the past several years and has been recognized by several groups for its efforts. The end result is that we can provide better service to all those who live or visit Las Vegas.

DIVERSITY TRAINING

So that employees can better understand what diversity means, the city has developed two types of diversity training for its employees. The Diversity Champions Workshop, which is mandatory for all



directors and division managers, immerses participants in the dynamics of transcending racial and cultural stereotyping in a culture of inclusion, personal responsibility and accountability. This past year, 88 employees went through the training, bringing the total number of employees who have participated to 206.

The second type of training is a shorter, eight-hour Valuing Diversity class, which explores the definition of diversity and how diversity is viewed at the city. Employees are introduced to the benefits of understanding and respecting all types of diversity at the city. This past year, 332 employees went through this class. A total of 421 employees have been through the training.

Employees have taken this training to heart and have incorporated many of the principles into their everyday lives. Some

departments have gone even further, creating their own mini diversity programs.

For example, the [Las Vegas Municipal Court](#) has developed its own diversity course called “The Energy Bus.” The activities and presentations build on what employees learned during the city-wide training and include problem solving activities, communication skills and teambuilding. More than 70 employees have attended the additional training and the feedback has been very positive.

The [Planning and Development Department](#) also went a step further by creating their own diversity committee called “P & D Diversity Warriors.” The committee conducts follow-up training to the Valuing Diversity Class, drafts an internal diversity newsletter twice a year and distributes monthly e-mails

to all Planning staff to share information on diversity topics.



DIVERSITY RECOGNITION

The city of Las Vegas regularly honors organizations and special celebrations throughout the community that embrace our commitment to diversity.

During the past year, the City Council recognized month-long celebrations such

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Native American Heritage Month

as Black History Month, Women's History Month, Asian/Pacific Islander Month, American Independence, Hispanic Heritage Month and Native American Heritage Month, to name just a few. In conjunction with these activities, organizations have been recognized at City Council and other meetings, special programming has taken place at various city recreation centers and parks, and special programming has been developed on KCLV Channel 2.



The city also supports several parades that coincide with these recognitions including the Martin Luther King Jr. Parade, the Hispanic Heritage Parade and the Veteran's Day Parade.


SPECIAL TELEVISION PROGRAMMING

[KCLV Channel 2](#), the city's government access television station, regularly produces and airs special programming designed to reach a number of different audiences. The programming is aired on KCLV and is even available on the city's Web site and on [YouTube](#).

Some of the more notable special programs this past year have included a [naturalization ceremony](#) and special forums aimed at teens. During the naturalization ceremony, which took place at City Hall, more than 100 Las Vegas-area residents, including military

personnel, took the Oath of Allegiance and became U.S. citizens.

Several shows focused on today's teens and the issues that matter most to them. Councilman [Ricki Y. Barlow](#) and Councilwoman [Lois Tarkanian](#) hosted [Teen Town Hall](#) and [Teen Beat](#), respectively. The shows provided a chance for government to connect with an audience that it normally doesn't have an opportunity to reach – teens. *Teen Beat* covered how local government impacts their lives and how local government operates. *Teen Town Hall*, which airs semiannually, covers a number of issues impacting teens including drugs, peer pressure and parental relationships.

KCLV also airs Spanish-language programming and even translates its award-winning magazine style program [City Beat](#) into Spanish. 



EFFICIENCY

Summerlin Parkway





Efficiency



A **WORLD-CLASS CITY** needs to not only provide world-class services, but do so in the most efficient way possible. The last year has proven to be challenging for the entire country including the city of Las Vegas. With a downturn in the economy facing all governmental agencies, it was necessary to take a step back to ensure that operations are as efficient as possible.

Even before the community felt the brunt of the economic downturn, the City Council saw the need to take a closer look at city operations.

ACCOUNTABILITY AND TRANSPARENCY

This past year, the last of the city's 19 departments completed a performance management initiative designed to improve the transparency and accountability of our government. This initiative, "Performance Plus – Managing for Results," has facilitated a fundamental shift in the way the city does business.

This process required all city departments to develop strategic business plans, which align to performance-based budgets. To date, more than 1,500 employees have been introduced and/or participated in the Performance Plus methodology



and have already begun to implement cost-effective measures to improve departmental services for our community residents and visitors.

Utilizing the Performance Plus methodology, department management and staff conduct monthly audits of performance data and report the findings on a quarterly basis to an executive team, which reviews data to identify service duplication and gaps, and cost-effective actions to improve customer service, among other things. It is a way to assure the city and its limited resources are focused on the top priorities.

The city has already begun to implement many changes as a result of this training. For example, the city's K9 program, which included dogs that sniffed for drugs and suspicious packages in city facilities, was discontinued. While a worthwhile and popular program, it came with an annual budget of \$400,000, and the work could be performed in a more cost-efficient manner

by employees, and with the help of the Las Vegas Metropolitan Police Department's K9 unit.

Another thing the city looked at was recreation center and facility usage. While heavily used by patrons at many times, some facilities were not used at some other times. While not a popular decision, some facilities began to close on Sundays because of low attendance numbers.

TAKING A CLOSER LOOK

Facing declining revenues, the city had to take a closer look at city operations and programs. The Fundamental Service Review was an extensive initiative that consisted of an in-depth analysis of all city departments to determine programs, services, and/or functions that are either not consistent with the City Council's priorities or with the current fiscal climate. The Fundamental Review Team collected information and more than 260 recommendations from city

departments. Those recommendations were then narrowed down to 106 options. Many of these recommendations are already being implemented to restructure the organization, enhance revenues, provide service changes and create greater efficiencies and, in the end, save taxpayer dollars.

PUTTING IT INTO PRACTICE

Even though the city underwent two processes that focused on taking a close look at operations, other changes were already in motion. Below are just a few examples of some of the efficiencies the city undertook this past year.

[The Las Vegas Municipal Court](#) is extremely busy, handling offenses such as traffic violations, municipal code infractions and civil ordinance actions. A designated traffic court was developed to streamline operations and ensure that citizens would be able to have their matters heard by a judicial officer without going to a full trial.



Crystal Eller-Quam was appointed by City Council as the first Las Vegas Municipal Court Traffic Commissioner in March 2008, and the first public session was conducted on April 1, 2008. Traffic Court handles all traffic matters except DUI, Reckless Driving, Vehicular Manslaughter and Aggressive Driving. This has sped up the justice process, saving time and money.




In the first six months of operation the court provided an opportunity for more than 10,000 citizens to be heard and 21,000 cases to be adjudicated.

There are numerous ways to be more efficient in the technology arena and the city has embraced this throughout the organization. The city has stretched the useful life of its computers from three to five years. In addition, many technology functions have been automated, leading to greater efficiencies and savings.

Over the past year, the city has researched and audited the city's utility accounts. Through this effort, it was found that there were billing errors, accounts that were no longer in operation and there were other accounts that were still in the city's name, but should have been transferred to other

parties. This action resulted in a number of rebates and savings in excess of \$500,000.

The city also recovered nearly \$50,000 this past year through the recycling of scrap metal. Mixed metals such as aluminum and copper are salvaged from various city projects and diverted to a local recycling facility for reprocessing.

More than 16 lane miles of Summerlin Parkway were rehabilitated using a creative and cost-effective technique that extended the useful life of the roadway by 10 to 14 years at a cost of \$125,000 per lane mile as opposed to a normal cost of \$400,000 per lane mile. 



SUSTAINABILITY

Tree Planting At All American Park





Sustainability



ONE OF THE CITY'S MAIN INITIATIVES during the past several years has been sustainability – meeting the needs of the present without compromising the needs of future generations. In fact, it has been such a priority in the past that the city's award-winning [2007 Annual Report](#) focused on just that. The publication received a national Silver Circle award from the City-County Communications and Marketing Association (3CMA).

This past year proved to be no different and the city's sustainability efforts continued in earnest. Whether it was making changes at city facilities or creating policies for the betterment of the entire community, the Las Vegas community is making strides every day to preserve our resources for future generations.

IN AND AROUND THE CITY

In an effort to educate and include residents and businesses in the city's sustainability efforts, the city developed sustainability Web pages at www.lasvegasnevada.gov/sustainabilitylasvegas. The pages provide a resource for consumers,



businesses and other government entities on the definition of sustainability, the benefits of sustainable activities and information on “green” topics such as water conservation, air quality, green building practices, energy and recycling. Each topic page includes information on how consumers can do their part and what the city is doing to be “greener.”

The city continues to make green efforts at its various facilities. The number of recycling bins has increased by 500 percent during the last year and the city has initiated a policy to power down computers at night saving power and money. So far the city has seen a 25 to 30 percent reduction in power consumption because of the voluntary policy. During the hot summer months, the temperature at City Hall was raised by one to two degrees, saving energy and an estimated \$6,000 per month in electricity costs. The city also received a \$25,000 rebate check from [NV Energy](#) for its

use of energy-saving design at the [Centennial Hills Community Center](#), which was built to use between 30 and 50 percent less energy than a traditional building its size.

The city continued to make turf conversion a high priority. This year, the city converted more than 134,000 square feet of turf to desert landscaping with the anticipation that this will save approximately 20 million gallons of water each year. The conversion also led to more than \$200,000 in rebates from the [Southern Nevada Water Authority](#).

The [City Clerk's office](#) has continued to reduce the amount of paper that is generated for city meetings. Just this past year alone the number of pages for each City Council meeting has been reduced from an average of 21,000 sheets to just under 10,000 sheets, and more reductions are planned for the future.

The city's [alternative fuel program](#) continues to set the trend throughout not only the nation, but the entire world. Recognized by the World Leadership Awards in 2007 for the Transportation Category, the city continues to operate more than 90 percent of its fleet on alternative fuels.

LEADING THE WAY THROUGH LEADERSHIP AND POLICIES

Building off its success at last year's World Leadership Awards, the city continues to be respected by communities around the globe for its forward-thinking policies and use of innovative technology. Primarily for its contributions in sustainability, Las Vegas served as the [American City of the Year](#) for the World Leadership Forum.

In 2008, the City Council adopted a [Sustainable Energy Strategy](#), which aims to reduce the city's “carbon footprint,” support

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Union Park Infrastructure Groundbreaking

a strong economy and improve the quality of life for current and future generations. Some of the goals set by the policy include:

- Reduce the city's energy use by 5 percent by 2011
- Reduce the city's carbon footprint by 10 percent by 2011
- Adopt an energy code that is 30 percent more efficient by 2011

The city was also chosen as one of only 30 urban centers to participate in a pilot program to measure greenhouse gas emissions and understand risks and opportunities related to climate change. The results of the [Carbon Disclosure Project](#) will be reported in early 2009.

While the city is still measuring its emissions for the project, other organizations have already ranked cities for their green efforts. The [Brookings Institute](#) placed Las Vegas 18th in per capita carbon emissions from transportation and residential energy

use among the nation's 100 largest metro areas.

In 2008, the city continued to focus on its [Urban Forestry Initiative](#), which looks at the long-term maintenance and replacement of trees. An urban forestry resolution was passed by the City Council and the city received a \$38,000 grant from the [Nevada Division of Forestry U.S. Forest Service](#) to inventory the city's trees. To demonstrate its commitment to this project, the city held tree planting ceremonies at seven sites throughout the city.

The city also provided leadership to other local agencies by forming the [Green Council](#). The voluntary group will advise the city on how best to advance the city's sustainability initiative and help to apply measures from the land use and green building sections of the [American Institute of Architects Blueprint for Nevada](#).

The city was also chosen in December 2008 as one of the flagship cities for [Earth](#)

[Hour 2009](#), an effort designed to raise awareness of climate change by asking residents and businesses to turn off their lights for just one hour on March 28, 2009.

SUSTAINABILITY THROUGH REDEVELOPMENT

One way the city provides for the future is to preserve the past. By utilizing older buildings and redeveloping areas in distress, the city conserves and preserves resources, while creating jobs and spurring new development.

During the past year, the city's [redevelopment area](#) (RDA), which is 3,948 acres and includes portions of downtown Las Vegas, historic west Las Vegas and east Las Vegas, continued to see amazing development despite the economic slowdown facing the nation.

The tax base within the RDA has tripled within the past five years and in fiscal year 2009, the RDA is generating \$25 million in revenue. Looking forward, the forecast is



good as well as there is \$16 billion of proposed development in the RDA area.

During the past year, a number of projects have been completed or moved forward in the development process.

The downtown saw a number of key projects completed in the past year, including the [Historic Fifth Street School](#), which was re-dedicated as a cultural oasis in September 2008. The school was built in 1936 to replace the original Las Vegas Grammar School that was constructed in 1911 and destroyed by fire in 1934. The revitalized building serves as home to an assortment of local arts and architectural organizations.

Work continued on [Union Park](#), the 61-acre mixed-use development in downtown Las Vegas. In April 2008, the city celebrated the start of the infrastructure construction for phase one of the project. The project was

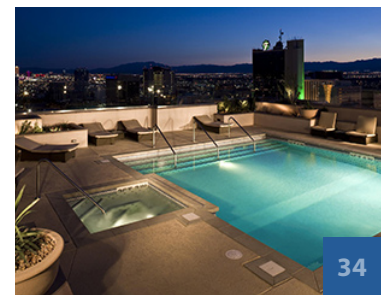
also awarded Gold certification status under stage 2 by the [U.S. Green Building Council](#) (USGBC), through the [LEED®](#). (Leadership in Energy and Environmental Design) green building rating system. Union Park is the only project in the state of Nevada to be accepted into the LEED for Neighborhood Development national pilot program. The [World Market Center](#) continued to expand and the iconic [Lou Ruvo Brain Institute](#) continued to take shape for a planned 2009 opening. Expansion work continued at the very successful Las Vegas Premium Outlets, just south of Union Park.

Downtown saw a number of key residential projects completed this year as well. Allure condominiums features 428 units in a 41-story tower and Streamline, which is located near City Hall, includes 275 con-

dominium units and 24,000 square-feet of street-level retail.

Historic west Las Vegas also saw notable developments during the past year, which will help revitalize the area. A new full-scale Bank of America opened, the result of a 1.48-acre parcel donated by the city's Redevelopment Agency. The area also saw the addition of full-service grocery store, Buy Low Market. The Redevelopment Agency offered several incentives to lure a grocery store chain to the area, which had not had these types of services in more than four years.

A complete list of the Redevelopment Agency's accomplishments can be found in its [2008 Annual Report](#). 



ACKNOWLEDGEMENTS

Las Vegas City Council*

Oscar B. Goodman
Mayor

Gary Reese
Mayor Pro Tem, Ward 3

Larry Brown
Councilman, Ward 4

Steve Wolfson
Councilman, Ward 2

Lois Tarkanian
Councilwoman, Ward 1

Steven D. Ross
Councilman, Ward 6

Ricki Y. Barlow
Councilman, Ward 5

Executive Team*

Douglas A. Selby
City Manager

Bradford Jerbic
City Attorney

Radford Snelding
City Auditor

Steven P. Houchens
Deputy City Manager

Elizabeth N. Fretwell
Deputy City Manager

Orlando L. Sanchez
Deputy City Manager

Scott Adams
Director, Office of Business Development

Billie Bastion
Acting Director, Leisure Services

Beverly Bridges
City Clerk

James Carmany
Municipal Court Administrator

Jorge Cervantes, PE, PTOE
Director, Public Works

Karen Coyne
Chief, Detention and Enforcement

F. Claudette Enus
Director, Human Resources

Greg Gammon
Chief, Fire & Rescue

Stephen Harsin
Director, Neighborhood Services

Larry Haugsness
Director, Field Operations

Chris Knight
Acting Director, Building & Safety

Joseph Marcella
Director, Information Technologies

Ted Olivas
*Director, Office of Government and
Community Affairs
Acting Director, Office of Administrative Services*

David Riggleman
Director, Office of Communications

Mark Vincent
Director, Finance & Business Services

Margo Wheeler, AICP
Director, Planning & Development

Contributors

Office of Communications

David Riggleman
Director

Heather L. Curry

Diana R. Paul

Jace Radke

Photography

Steve Spatafore

Stewart Freshwater

Jill Christensen, Guardian Quest,

Steve S. Horlock, Eric Jamison,

June H. Johns, Tina A. Past,

Mary Ann Price, Julie Ray,

Rebekah Saretsky-Henderson,

Gail Seipel, Tim Szymanski

Production

Graphic Art Services

Graphic Design

Sherman Sheftall

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City of Las Vegas | 400 Stewart Ave. | Las Vegas, NV 89101
(702) 229-6501 | www.lasvegasnevada.gov